



Strategic Plan 2024-27



About This Document

This document represents the new Our House strategic plan, developed across parts of 2023 and 2024 by Our House staff and board leadership.

This plan establishes a clear strategic direction to guide Our House for the remainder of 2024 through 2027, while also establishing clear goals and accountability for implementing our strategy.

This plan is intended to be a “living” document, referenced regularly by Our House leadership and modified or augmented as necessary during the time covered by this plan.

This document includes a Vision Framework that more clearly explains Our House’s understanding of the positive impact we seek to have in the community, plus six strategic goals all aligned towards strengthening our board, leadership, administrative capacity, and program design to better support the larger, more sophisticated organization that we are becoming.



The Our House Vision Framework

The Our House VISION FRAMEWORK

Our North Star

What we are always working towards.

We partner with people to help them overcome homelessness.



Our Point of View

What we believe about the world in which we operate.

1. Homelessness is a complex issue.
2. There is a lack of capacity in our community.
3. People are capable of great things.



Our Capabilities

What we have to be good at to succeed.

1. Holistic programming.
2. Mutually beneficial relationships.
3. Compassionate accountability.
4. Data-driven continuous improvement.
5. A skilled, principled, and dedicated team.



Purpose of the VISION FRAMEWORK

1. Clarify our approach. The vision framework attempts to capture the unique way that Our House can make a positive impact in our community. We can't do everything, but the more we're focused on what we can do better than anyone else, the more successful we will be.

2. Unify our programs. Our House operates many different programs, and our team members have many different roles and responsibilities. But all of our programs and services are meant to serve one unified purpose, and the vision framework is intended to help our entire team better understand that purpose and how their specific roles fit into it. It is also meant to equip our team with the shared vocabulary to talk about how their different programs and roles connect to the larger whole.

3. Empower our team. As we undertake a significant expansion of our programs, we also have an opportunity to make improvements that increase our effectiveness. If every member of the Our House team is clear on our vision, they will be better able to contribute to this process. They will be better able to make decisions large and small that align us with our vision, and they will be more likely to have the new ideas and insights that can unlock higher levels of success for Our House.



We partner with people to help them overcome homelessness.

- We seek to help people make a lasting positive change in their lives.
- We want their time with us to be an “inflection point” in their lives, the time when they achieve an enduring higher level of stability and thriving.
- We want to be a “Home to New Beginnings.”
- Changing your life is hard, and can only be done through your *own* hard work. We are partners in our clients’ journeys—they are in the driver’s seat, and we are in the passenger seat.

Our POINT OF VIEW, explained



1. Homelessness is a complex issue. In contrast to some approaches that seek to simplify homelessness and its solutions, we believe that diverse and complex factors cause families and individuals to become homeless, and diverse and complex barriers stand in the way of their exiting homelessness. There is no simple solution, and there is no “silver bullet” to solving homelessness.



2. There is a lack of capacity in our community to adequately address homelessness and other important challenges. Various systems in our community struggle to respond to the overwhelming level of need, struggle to innovate or grow, and struggle sometimes simply to handle their basic responsibilities. This reality has significant effects on our clients as they attempt to journey out of homelessness, and it also significantly shapes the range of opportunities available to Our House as an organization.



3. People experiencing homelessness are capable of great things, setting their own goals, being their own best advocates, and taking ownership of their journeys. We believe in the people we serve, and we treat them with dignity and respect. Our whole community benefits when homeless people are able to achieve their full potential.

Our CAPABILITIES, explained



1. **Truly holistic programming.** Because the challenges facing homeless families are so complex, it requires a diverse toolkit of services to provide the right customized support to each family. Our House offers holistic programming at a level that is unmatched in our community. But it requires a high level of capacity and focus to operate such different programs all under one organization and to effectively coordinate them towards a shared goal.



2. **Mutually beneficial relationships.** Donors, funders, and volunteers support our holistic programming, while partner agencies complement our programs with additional services that help our clients succeed. We need to continue developing our capacity at every level of the organization to identify, build, and sustain strong relationships with outside parties that help us achieve our vision.



3. **Compassionate accountability.** We have a responsibility to strike the right balance between two important objectives: (1) cultivating empathy and understanding for people who have experienced great challenges, and, (2) creating structure and holding people responsible for making their own progress towards greater stability. This balance is difficult to achieve, requiring active and collaborative work on the part of our team.

Our CAPABILITIES, explained



4. **A skilled, principled, and dedicated team** is necessary to carry out our vision. Our people are the actual “service” we provide to our clients, so our success ultimately depends on them—their skills, dedication, hard work, and ability to work together. It is critically important that we find the right people for this work and the right ways to support them and hold them accountable as they carry it out.



5. **Data-driven continuous improvement.** We don’t have a silver bullet to achieve our vision, but we can always learn more about what works. We can track, analyze, and make improvements based on program data and surveys of our clients, team, and board. Continuous improvement requires resources, focus, and continued commitment—including buy-in from the team.



Strategic Goals

Our Strategic Goals

1

Clarify Our Vision

2

**Sustainably Grow our
Services and Capacity**

3

**Optimize Programs
for Growth & Impact**

4

**Grow Our
Fundraising Capability**

5

**Strengthen Our
Governance**

6

**Mature Our Finance &
Operations**

Goal 1: Clarify Our Vision

What this Goal Means for Our House:

- Our new Vision Framework (outlined in this strategic plan) will serve as a guidepost for every key decision we make as an organization.

Specific Strategies We'll Implement to Support this Goal:

- All staff will be trained on our Vision Framework and will be asked to incorporate it into their program and other plans.
- Programs and services will be evaluated, at least in part, on their alignment with and achievement of our Vision Framework.

Changes or Investments Required to Achieve this Goal:

- No financial investment needed, other than time for staff training.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- 100% of staff have been trained on the Vision Framework by October 2024.
- 100% of program and related plans have incorporated the Vision Framework by October 2024.

Individual(s) Primarily Responsible for this Goal:

- Executive Director, Director of Human Resources, and Senior Leadership Team

Goal 2: Sustainably Grow Our Services and Capacity

What this Goal Means for Our House:

- The next 3 years will be focused on continued campus build-out and heavy programmatic growth, with two capital projects that combined will more than double Our House's overall size and capacity.
- We anticipate our next strategic plan to lay out any future growth priorities to ensure Our House never stagnates.

Specific Strategies We'll Implement to Support this Goal:

- Successfully complete the programmatic expansion required to fully utilize the new Mabee Family House and Windgate Family Support Center.
- Complete a new capital campaign to build additional housing and operations support space, plus funds for operating runway.
- Occupy the new space and expand programming to fully utilize our entire seven-acre, eight-building campus.
- Stay open to short-term opportunities to expand Bright Beginnings and to expand or enhance our Resale Store.

Changes or Investments Required to Achieve this Goal:

- Completion of a capital campaign with a total goal of raising \$8 million.
- Identify and raise additional operating funds to enable the programmatic growth needed to fill in our new space, totaling approximately \$4 million.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- Completion of capital campaign by December 2025.
- Completion of construction of additional capacity by December 2026.

Individual(s) Primarily Responsible for this Goal:

- Executive Director and Senior Leadership Team

Goal 3: Optimize Programs for Growth & Impact

What this Goal Means for Our House:

- As Our House expands our programs, we will stay focused on the life-changing impact outlined in our Vision Framework, ensuring that all programs better align with each other and with that framework.
- We will evaluate and optimize our programmatic eligibility criteria to align better with our Vision Framework and with other recent learnings.
- We will become a more measurement- and outcomes-oriented nonprofit, with specific performance goals and tracking for each program.

Specific Strategies We'll Implement to Support this Goal:

- Develop theory of change for each program aligned with the Vision Framework.
- Develop more specific outcome goals that align with the Vision Framework and that we are actively tracking and managing toward.
- Develop and implement more specific eligibility criteria and screening processes to meet our strategic needs in all programs.

Changes or Investments Required to Achieve this Goal:

- Staff time for development and training on the above initiatives,
- Additional investments in program staff leadership may be required to operate programs at the level required by the Vision Framework.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- Develop specific goals and theories of change for each major program by October 2024.
- Develop and implement new program eligibility criteria by October 2024.
- Develop one or more tracking dashboards by June 2025

Individual(s) Primarily Responsible for this Goal:

- Director of Programs and Director of Human Resources

Goal 4: Grow Our Fundraising Capability

What this Goal Means for Our House:

- We need to and will grow our overall fundraising to fill the known gaps required for planned programmatic growth.
- We'll increase focus on individual and private donor giving, with heavy focus on major gifts, planned giving, etc.
- We'll continue to pursue government grants, but will conduct a careful analysis of each one to ensure that the benefit is not outweighed by the administrative burden or other impacts on our program. We will be willing to make tough decisions to potentially end government funding programs if the cost-benefit analysis isn't clearly positive.

Specific Strategies We'll Implement to Support this Goal:

- Leverage our new board Development Committee for donor stewardship and new donor acquisition.
- Prioritize and coordinate more externally focused work by Executive Director and Development Director to cultivate support.
- Develop a more robust communications strategy to better tell the Our House story to the community.

Changes or Investments Required to Achieve this Goal:

- Development team and leadership team will need more staff and resources to create the ability for Executive Director and Development Director to spend necessary time in the community.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- Completion of expansion fundraising campaign (\$12 million) by December 2025.
- Annual development plan with specific goals around major gifts and communications.

Individual(s) Primarily Responsible for this Goal:

- Development Director

Goal 5: Strengthen Our Governance

What this Goal Means for Our House:

- Our board will continue to grow in sophistication, engagement, and governance best practices.
- More and more active board committees will engage with staff on helping achieve various strategic goals.
- Our board will increasingly demonstrate self-governance and leadership, allowing staff leadership to focus more on organizational growth and sophistication.

Specific Strategies We'll Implement to Support this Goal:

- Launch new Governance and Development committees, and formally charter all board committees.
- Implement new bylaws and other need board policies.
- Recruit new board members according to strategic needs.
- Better track and monitor board member engagement, and intervene as needed to help ensure strong, universal engagement.
- Intentionally develop future board leaders, and ensure smooth board leadership succession.

Changes or Investments Required to Achieve this Goal:

- No financial investment needed.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- All board committees fully operational and chartered by August 2024.
- New board member prioritized characteristics developed by fall 2024.
- New board engagement tracking tool in use by January 2025.

Individual(s) Primarily Responsible for this Goal:

- Board Chair and Executive Committee

Goal 6: Mature our Finance & Operations Management

What this Goal Means for Our House:

- Financial management practices will become more sophisticated, sufficient to match what is expected of a +/- \$10m nonprofit
- Operations management will also become more sophisticated to support our larger physical plant and more complex operations

Specific Strategies We'll Implement to Support this Goal:

- Implement new strategic finance practices including a targeted cash reserve and investment goals and policies with Finance Committee assistance.
- Pivot to accrual-based monthly financial reporting and use it as a better business management tool.
- Develop and invest in a maintenance strategy to support our expanded campus.

Changes or Investments Required to Achieve this Goal:

- Additional staff and resources needed to support the growth of these key areas of organizational infrastructure.
- Board and staff education on best use of accrual-based financial reporting for business management.

Key Success Metrics We'll Use to Evaluate Goal Achievement:

- New cash reserve and expansion fund goals and policies implemented by December 2024.
- Accrual-based reporting platform implemented by July 2025.

Individual(s) Primarily Responsible for this Goal:

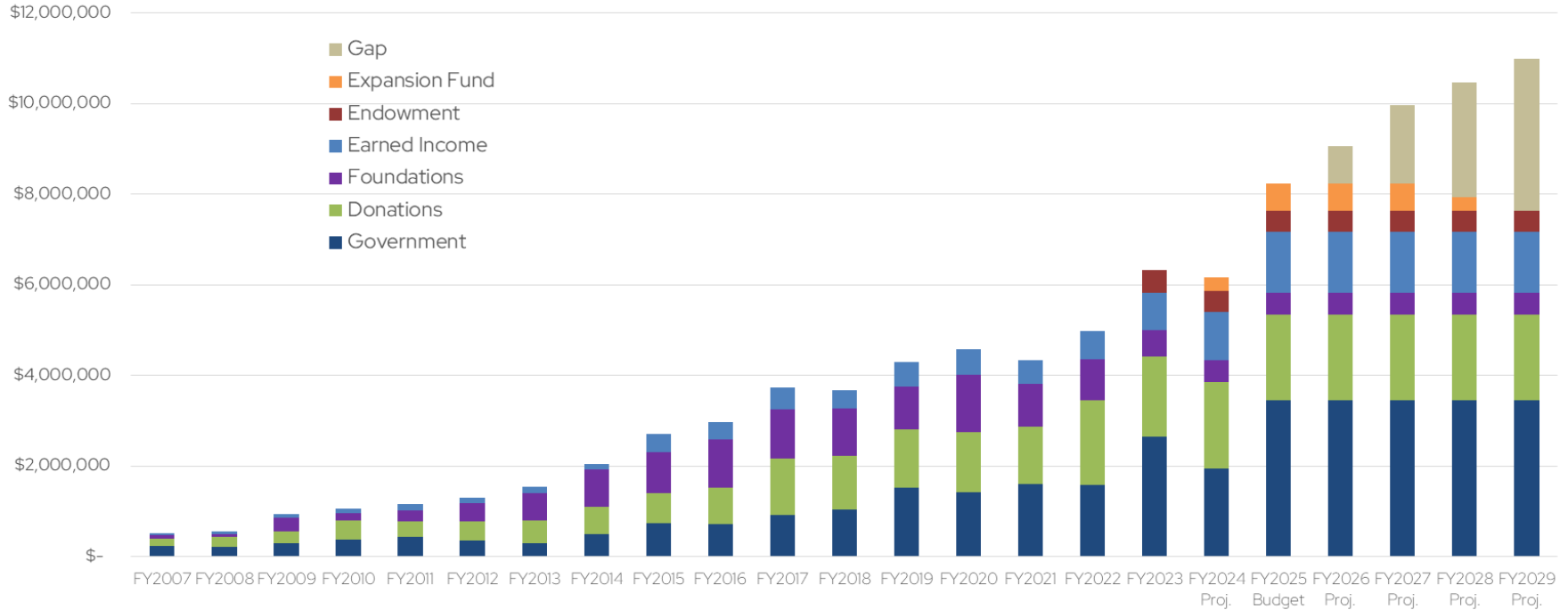
- Director of Operations



Pro-Forma Financial Modeling

Pro-Forma Revenue Model

Income History and Projections By Category



To fully achieve the goals and growth contemplated in this strategic plan, Our House will need to identify and secure \$7.5 million in *new* funding over the next four years.



Implementation Plan and Timeline

Implementation Timeline Summary

Board Approves
Strategic Plan
August 2024

Summarized Plan
Shared Externally
Fall 2024

Program and Admin
Leaders Complete
Implementation Plans
Fall 2024

Board Retreat:
Implementation Progress Update &
Plan Changes Considered
Fall 2024 (and each fall)

Board/Leadership
Progress Updates
Every 6 Months
Summer 2024-2027



Our House

HOME TO NEW BEGINNINGS